

## Message Text

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C O N F I D E N T I A L SECTION 1 OF 10 GENEVA 5585

EXDIS

FOR IO/ASST SEC MAYNES;

USUN FOR AMB LEONARD

E.O. 11652: GDS  
TAGS: ECOSOC, UN  
SUBJECT: 63RD ECOSOC: RESTRUCTURING

1. TRANSMITTED BELOW IS AN ADVANCE COPY OF CHAIRMAN DADZIE'S  
REVISED DRAFT ON RESTRUCTURING. THIS DRAFT IS PRELIMINARY AND WILL  
BE THE BASIS FOR DADZIE'S INFORMAL CONSULTATION DURING 63RD ECOSOC.

BEGIN TEXT

### I. GENERAL ASSEMBLY

1. THE EFFECTIVENESS OF THE GA IN FULFILLING ITS RESPONSIBILITIES  
UNDER THE CHARTER AS THE SUPREME ORGAN OF THE UN SYSTEM IN THE  
ECONOMIC AND SOCIAL FIELDS SHOULD BE INCREASED BY THE FOLLOWING  
MEASURES:

A) THE ASSEMBLY SHOULD FULLY EXERCISE ITS POWERS UNDER THE CHARTER  
TO PROMOTE, INTER ALIA, SOLUTIONS AS TO INTERNATIONAL ECONOMIC,  
SOCIAL AND RELATED PROBLEMS AND, TO THAT END, TO SERVE/FUNCTION AS  
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THE PRINCIPAL FORUM FOR (BEGIN BRACKETS) NEGOTIATION AND (END  
BRACKETS) POLICY-MAKING IN RESPECT OF THOSE PROBLEMS;

B) THE ASSEMBLY SHOULD CONCENTRATE ON THE ESTABLISHMENT OF  
OVERALL STRATEGIES, POLICIES AND PRIORITIES FOR THE SYSTEM AS A  
WHOLE IN RESPECT OF INTERNATIONAL COOPERATION, INCLUDING  
OPERATIONAL ACTIVITIES, IN THE ECONOMIC, SOCIAL AND RELATED FIELDS.

IT MAY ASSIGN TO OTHER FORUMS WITHIN THE UN SYSTEM, AS NECESSARY, THE RESPONSIBILITY FOR NEGOTIATING AND SUBMITTING RECOMMENDATIONS FOR ACTION IN SPECIFIC AREAS;

C) THE ASSEMBLY SHOULD REVIEW AND EVALUATE DEVELOPMENTS IN OTHER FORUMS WITHIN THE UN SYSTEM AND ESTABLISH APPROPRIATE GUIDELINES FOR FURTHER ACTION. IT MAY ALSO REVIEW AND EVALUATE DEVELOPMENTS IN FORUMS OUTSIDE THE UN SYSTEM AND ADDRESS RECOMMENDATIONS TO THEM.

2. THE GA SHOULD PROMOTE SUPPORT AND ASSISTANCE TO THE DEVELOPING COUNTRIES, IN THE CONTEXT OF MEASURES AGREED UPON BY THOSE COUNTRIES, FOR THE PURPOSE OF STRENGTHENING AND ENLARGING THEIR MUTUAL ECONOMIC CO-OPERATION.

3. THE GA SHOULD RATIONALIZE ITS METHODS OF WORK AND PROCEDURES IN THE ECONOMIC AND SOCIAL FIELDS AND, AS A FIRST STEP, SHOULD ADOPT THE FOLLOWING MEASURES:

A) THE ASSEMBLY SHOULD ORGANIZE ITS AGENDA AND ALLOCATE THE ITEMS THEREON IN SUCH A WAY AS TO ACHIEVE A MORE BALANCED AND EFFICIENT DISTRIBUTION OF ITEMS THEREON IN THE SECOND AND THIRD COMITES, TAKING DUE ACCOUNT OF THE RESPECTIVE FUNCTIONS OF THOSE COMITES, THE NATURE OF THE ITEMS CONCERNED AND THEIR SUBSTANTIVE INTERRELATIONSHIPS, (BEGIN BRACKETS) AND IN PARTICULAR, THE NEED ON THE ONE HAND, TO CONSIDER ECONOMIC AND SOCIAL DEVELOPMENT IN AN INTEGRATED MANNER (END BRACKETS), (BEGIN BRACKETS)AND ON CONFIDENTIAL

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THE OTHER HAND THE NEED TO PROVIDE A SHARPER FOCUS FOR THE CONSIDERATION OF HUMAN RIGHTS AND HUMANITARIAN QUESTIONS(END BRACKETS). THE CHAIRMEN OF THE SECOND AND THIRD COMITES SHOULD HOLD CONSULTATIONS WITH A VIEW TO ASSISTING THE GENERAL COMITE TO THAT END. STEPS SHOULD ALSO BE TAKEN TO IMPROVE COORDINATION BETWEEN THE SECOND AND FIFTH COMITES;

B) THE SECOND AND THIRD COMITES SHOULD, WITHIN THEIR RESPECTIVE SPHERES OF COMPETENCE, FULLY UTILIZE THE POSSIBILITY OF GROUPING SUBSTANTIVELY-RELATED ITEMS UNDER ONE HEADING FOR PURPOSES OF CONSIDERATION;

C) DISCUSSIONS IN THE SECOND COMITE SHOULD FOCUS ON INDIVIDUAL ITEMS OR GROUPS OF ITEMS ORGANIZED IN THE MANNER INDICATED IN (B) ABOVE. SUCH DISCUSSIONS MAY BE HELD CONCURRENTLY ON MORE THAN ONE ITEM OR GROUP OF ITEMS AND SHOULD BE ADDRESSED AS FAR AS POSSIBLE TO PROPOSALS SUBMITTED UNDER THESE ITEMS. THE COMITE SHOULD SET AGREED DEADLINES FOR THE SUBMISSION OF SUCH PROPOSALS. (BEGIN BRACKETS) THESE MEASURES SHOULD ALSO BE APPLIED, TO THE EXTENT THAT THEY ARE NOT ALREADY IN FORCE, TO THE THIRD COMITE (END BRACKETS).

4. DOCUMENTATION SUBMITTED BY OR ON BEHALF OF THE SYG TO THE SECOND AND THIRD COMITES AS WELL AS TO OTHER UN BODIES IN THE ECONOMIC AND SOCIAL FIELDS CONCERNING ITEMS ON THEIR AGENDA, SHOULD BE CONCISE, ACTION-ORIENTED AND IN CONFORMITY WITH THE RELEVANT GENERAL AND SPECIFIC LEGISLATIVE DIRECTIVES.

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C O N F I D E N T I A L SECTION 2 OF 10 GENEVA 5585

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FOR IO/ASST SEC MAYNES

USUN FOR AMB LEONARD

II. THE ECONOMIC AND SOCIAL COUNCIL (FURTHER CONSIDERATION HAS BEEN DEFERRED OF THE PROPOSAL FOR AN ADDITIONAL PARA AS FOLLOWS:) (BEGIN BRACKET) THE COUNCIL SHOULD SEEK TO DEVELOP MORE EFFECTIVE CONSULTATIVE PROCEDURES WHICH WILL FACILITATE THE ACHIEVEMENT OF AGREEMENT BETWEEN DEVELOPING AND DEVELOPED COUNTRIES; TO THAT END, IT SHOULD EXPERIMENT, WITHOUT PREJUDGING TO MAKE IT INSTITUTIONALIZED, IN INSTANCES APPROVED BY BOTH DEVELOPING AND DEVELOPED COUNTRIES, WITH THE CREATION OF SMALL AD HOC CONSULTATIVE GROUPS WHICH WOULD ENGAGE IN DETAILED NEGOTIATIONS OVER A PERIOD OF TIME ON A FEW SUBJECTS OF PARTICULAR IMPORTANCE AND COMPLEXITY. (END BRACKETS)

1. IN EXERCISING ITS FUNCTIONS AND POWERS UNDER THE CHARTER AND IN FULFILLING ITS ROLE AS SET OUT IN THE RELEVANT GA AND ECOSOC RESOLUTIONS, THE COUNCIL SHOULD CONCENTRATE ON ITS RESPONSIBILITIES, UNDER THE AUTHORITY OF THE ASSEMBLY:

A) TO SERVE AS THE CENTRAL FORUM FOR THE DISCUSSION OF INTERNATIONAL ECONOMIC AND SOCIAL ISSUES OF A GLOBAL OR INTERDISCIPLINARY NATURE AND THE FORMULATION OF POLICY RECOMMENDATIONS THEREON

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ADDRESSED TO MEMBER STATES AND TO THE UN SYSTEM AS A WHOLE;

B) TO MONITOR AND EVALUATE THE IMPLEMENTATION OF OVERALL STRATEGIES, POLICIES AND PRIORITIES ESTABLISHED BY THE GA IN THE ECONOMIC, SOCIAL AND RELATED FIELDS, AND TO ENSURE THE HARMONIZATION AND COHERENT OPERATIONAL IMPLEMENTATION, ON AN INTEGRATED BASIS, OF RELEVANT POLICY DECISIONS AND RECOMMENDATIONS EMANATING FROM UN CONFERENCES AND OTHER FORUMS WITHIN THE UN SYSTEM AFTER THEIR APPROVAL BY THE GA AND/OR ECOSOC.

C) TO ENSURE THE OVERALL COORDINATION OF THE ACTIVITIES OF THE ORGANIZATIONS OF THE UN SYSTEM IN THE ECONOMIC, SOCIAL AND RELATED FIELDS AND, TO THAT END, THE IMPLEMENTATION OF THE PRIORITIES ESTABLISHED BY THE GA FOR THE SYSTEM AS A WHOLE.

D) TO CARRY OUT COMPREHENSIVE POLICY REVIEWS OF OPERATIONAL ACTIVITIES THROUGHOUT THE UN SYSTEMS BEARING IN MIND THE NEED FOR BALANCE, COMPATIBILITY AND CONFORMITY WITH THE PRIORITIES ESTABLISHED BY THE GA FOR THE SYSTEM AS A WHOLE.

2. IN DISCHARGING THESE RESPONSIBILITIES, THE ECONOMIC AND SOCIAL COUNCIL SHOULD BEAR IN MIND THE IMPORTANCE OF ASSISTING IN PREPARING THE WORK OF THE GA IN THE ECONOMIC, SOCIAL AND RELATED FIELDS SO THAT THE ASSEMBLY MAY GIVE TIMELY AND EFFECTIVE ATTENTION TO THE SUBSTANTIVE ISSUES REQUIRING CONSIDERATION. SUCH PREPARATION SHOULD INCLUDE THE DRAWING UP, FOR CONSIDERATION BY THE ASSEMBLY, OF SUGGESTIONS REGARDING THE LATTER'S AGENDA, DOCUMENTATION (BEGIN BRACKETS) AND PROGRAMME OF WORK (END BRACKETS), AS WELL AS OF RECOMMENDATIONS FOR ACTION BY THE ASSEMBLY ON SUBSTANTIVE ISSUES.

3. (BEGIN BRACKETS) ECOSOC SHOULD ORGANIZE ITS WORK ON A BIENNIAL BASIS AND PROVIDE FOR SHORTER BUT MORE FREQUENT SUBJECT-ORIENTED SESSIONS SPREAD THROUGHOUT THE YEAR, EXCEPT WHEN THE GA IS  
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IN SESSION. SUCH SESSIONS OF THE COUNCIL SHOULD BE SCHEDULED FOR THE PURPOSE, INTER ALIA, OF CONSIDERING ACTION BY THE UN SYSTEM IN PARTICULAR SECTORS, REVIEWING THE RESULTS OF TECHNICAL WORK UNDERTAKEN IN SPECIALIZED BODIES AND ESTABLISHING GUIDELINES FOR SUCH WORK, REVIEWING PROGRAMME BUDGETS AND MEDIUM TERM PLANS WITHIN THE UN SYSTEM, AND RECOMMENDING POLICY GUIDELINES FOR OPERATIONAL ACTIVITIES (END BRACKETS).

4. (BEGIN BRACKETS) IN FORMULATING ITS BIENNIAL PROGRAMME OF WORK,

THE ECONOMIC AND SOCIAL COUNCIL SHOULD IDENTIFY THE ISSUES WHICH WILL REQUIRE PRIORITY CONSIDERATION, DECIDE ON THE SCHEDULE AND AGENDA FOR ITS SUBJECT-ORIENTED SESSIONS AND DETERMINE THE MANNER IN WHICH SUBSTANTIVELY-RELATED ISSUES ON ITS AGENDA SHOULD BE GROUPED TOGETHER UNDER ONE HEADING FOR PURPOSES OF CONSIDERATION. THE COUNCIL MAY, IN MODIFICATION OF ITS PROGRAMME, DECIDE ON AD HOC ARRANGEMENTS, INCLUDING IN PARTICULAR THE CONVENING OF SPECIAL SESSIONS, TO DEAL WITH EMERGING PROBLEMS MERITING SPECIAL OR URGENT INTERNATIONAL ATTENTION. THE COUNCIL SHOULD DECIDE, AT ITS ORGANIZATION SESSION EACH YEAR, WHICH OF THE REPORTS SUBMITTED THROUGH IT MAY BE TRANSMITTED ONWARD WITHOUT DEBATE TO THE GA.

5. AT SUCH TIMES AS MAY BE DECIDED UPON BY ITS MEMBERS, ECOSOC SHOULD ALSO HOLD PERIODIC MEETINGS AT THE MINISTERIAL OR OTHER SUFFICIENTLY HIGH LEVEL, TO REVIEW MAJOR ISSUES IN THE WORLD ECONOMIC AND SOCIAL SITUATION. SUCH MEETINGS SHOULD BE EFFECTIVELY PREPARED AND SHOULD CONCENTRATE ON IMPORTANT POLICY AREAS JUSTIFYING HIGH-LEVEL PARTICIPATION.

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FOR IO/ASST SEC MAYNES

USUN FOR AMB LEONARD

6. (BEGIN BRACKETS) THE ECONOMIC AND SOCIAL COUNCIL SHOULD ASSUME DIRECT RESPONSIBILITY FOR THE WORK OF THE FOLLOWING SIBSIDIARY BODIES, WHICH WILL ACCORDINGLY BE DISCONTINUED:

LIST TO BE INSERTED (END BRACKETS)

7. (BEGIN BRACKETS) IN THE LIGHT OF THE PRECEDING PARA, ALL

MEMBERS OF THE UN WISHING TO PARTICIPATE IN THE WORK OF ECOSOC SHOULD BE ENABLED TO DO SO TO THE FULLEST POSSIBLE EXTENT. THE COUNCIL SHOULD CONTINUE TO INVITE NON-MEMBER STATES TO PARTICIPATE IN ITS DELIBERATIONS ON ANY MATTER OF PARTICULAR CONCERN TO THEM (END BRACKETS).

8. THE SYG AND THE EXECUTIVE HEADS OF THE ORGANIZATIONS OF THE UN SYSTEM SHOULD PARTICIPATE MORE ACTIVELY IN THE ECOSOC'S DELIBERATIONS AND SHOULD PROVIDE FULL ASSISTANCE TO THE COUNCIL IN ACCORDANCE WITH THE RELEVANT GENERAL AND SPECIFIC LEGISLATIVE DIRECTIVES.

9. ECOSOC SHOULD EXAMINE AND IMPROVE ITS CONSULTATIVE RELATIONSHIPS WITH THE NON-GOVERNMENTAL ORGANIZATIONS, TAKING FULLY INTO ACCOUNT  
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(BEGIN BRACKETS) THE REQUIREMENTS OF (END BRACKETS) THE PROVISIONS OF THE DECLARATION AND PROGRAMME OF ACTION ON THE ESTABLISHMENT OF A NEW INTERNATIONAL ECONOMIC ORDER. THE COUNCIL SHOULD ALSO MAKE RECOMMENDATIONS FOR THE RATIONALIZATION AND HARMONIZATION OF THE ARRANGEMENTS FOR CONSULTATIONS WITH THE NGOS BY THE ORGANIZATIONS OF THE UN SYSTEM AS A WHOLE AND IN THE CONTEXT OF AD HOC WORLD CONFERENCES.

III. OTHER UNITED NATIONS FORUMS FOR NEGOTIATIONS, INCLUDING THE UN CONFERENCE ON TRADE AND DEVELOPMENT AND OTHER UNITED NATIONS ORGANS AND PROGRAMMES, THE SPECIALIZED AGENCIES, (IT IS THE UNDERSTANDING OF THE AD HOC COMITE THAT THE GENERAL AGREEMENTS ON TARIFFS AND TRADE (GATT) IS TREATED BY THE UN AS A DE FACTO SPECIALIZED AGENCY (SEE, INTER ALIA, E/SR.1973).) THE INTERNATIONAL ATOMIC ENERGY AND AD HOC WORLD CONFERENCES

1. ALL UN ORGANS, PROGRAMMES, SPECIALIZED AGENCIES INCLUDING THE GENERAL AGREEMENT ON TARIFFS AND TRADE, THE INTERNATIONAL ATOMIC ENERGY AGENCY AND AD HOC WORLD CONFERENCES SHOULD COOPERATE IN WHATEVER MEASURES ARE NECESSARY FOR THE EFFECTIVE DISCHARGE OF THE RESPONSIBILITIES OF THE GA AND ECOSOC UNDER THE CHARTER OF THE UN AND SHOULD (BEGIN BRACKETS) GIVE FULL AND PROMPT EFFECT TO THEIR SPECIFIC POLICY RECOMMENDATIONS (END BRACKET) (BEGIN BRACKET) IMPLEMENT IN A PROPER AND CONCERTED MANNER THEIR POLICY GUIDELINES AND RECOMMENDATIONS (END BRACKET).

2. IN CARRYING OUT THEIR RESPECTIVE MANDATES, ALL UN ORGANS, PROGRAMMES, AGENCIES AND AD HOC WORLD CONFERENCES SHOULD BE SIMILARLY GUIDED BY THE OVER-ALL POLICY FRAMEWORK ESTABLISHED BY THE GA AND ECOSOC, TAKING FULLY INTO ACCOUNT THE NEEDS AND REQUIREMENTS OF THE DEVELOPING COUNTRIES.

3. IN THE LIGHT OF GA RES 31/159, APPROPRIATE MEASURES SHOULD  
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ACCORDINGLY BE TAKEN TO ENABLE UNCTAD, WITHIN THE RESOURCES ALLOCATED BY THE GA, EFFECTIVELY TO PLAY THE MAJOR ROLE ENVISAGED IN UNCTAD RES 90 (IV), AS AN ORGAN OF THE ASSEMBLY FOR DELIBERATION, NEGOTIATION, REVIEW AND IMPLEMENTATION IN THE FIELD OF INTERNATIONAL TRADE AND RELATED AREAS OF INTERNATIONAL ECONOMIC COOPERATION, BEARING IN MIND THE NEED TO MAINTAIN ITS CLOSE AND COOPERATIVE RELATIONSHIP WITH THE ASSEMBLY AND TO COOPERATE WITH ECOSOC IN CARRYING OUT THE COUNCIL'S RESPONSIBILITIES UNDER THE CHARTER.

IV. STRUCTURES FOR REGIONAL AND INTERREGIONAL COOPERATION  
(FURTHER CONSIDERATION HAS BEEN DEFERRED OF THE PROPOSAL FOR AN ADDITIONAL PARA AS FOLLOWS:

"REGIONAL COMMISSIONS SHOULD RESPECTIVELY ENSURE THE FULL PARTICIPATION OF ALL THEIR MEMBERS IN THE FORMULATION AND MONITORING OF DEVELOPMENT ASSISTANCE PROGRAMMES AND PROJECTS OF A REGIONAL CHARACTER.")

1. THE REGIONAL COMMISSIONS SHOULD BE ENABLED FULLY TO PLAY THEIR ROLE UNDER THE AUTHORITY OF THE GA AND ECOSOC AS THE MAIN GENERAL ECONOMIC AND SOCIAL DEVELOPMENT CENTRES WITHIN THE UN SYSTEM FOR THEIR RESPECTIVE REGIONS, HAVING DUE REGARD TO THE RESPONSIBILITIES OF THE SPECIALIZED AGENCIES AND OTHER UN BODIES IN SPECIFIC SECTORAL FIELDS AND THE COORDINATING ROLE OF THE UN DEVELOPMENT PROGRAMME (UNDP) IN RESPECT OF TECHNICAL COOPERATION ACTIVITIES.

2. TAKING INTO ACCOUNT THE SPECIAL NEEDS AND CONDITIONS OF THEIR RESPECTIVE REGIONS, THEY SHOULD EXERCISE TEAM LEADERSHIP AND RESPONSIBILITY FOR COORDINATION AND COOPERATION AT THE REGIONAL LEVEL. THEY MAY CONVENE PERIODIC MEETINGS, AS NECESSARY, FOR THE PURPOSE OF IMPROVING THE COORDINATION OF THE RELEVANT ECONOMIC AND SOCIAL ACTIVITIES OF THE UN SYSTEM IN THEIR RESPECTIVE REGIONS.

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EXDIS

FOR IO/ASST SEC MAYNES

USUN FOR AMB LEONARD

3. THE REGIONAL COMMISSIONS SHOULD PROVIDE INPUTS FOR THE GLOBAL POLICY-MAKING PROCESSES OF THE COMPETENT UN ORGANS AND SHOULD PARTICIPATE FULLY IN THE IMPLEMENTATION OF THE RELEVANT POLICY AND PROGRAMME DECISIONS TAKEN BY THESE ORGANS. THEY SHOULD BE CONSULTED ON THE DEFINITION OF THE OBJECTIVES TO BE INCLUDED IN THE UN MEDIUM-TERM PLAN COVERING FIELDS OF INTEREST TO THEM, TAKING INTO ACCOUNT THE SPECIAL NEEDS AND CONDITIONS OF THEIR RESPECTIVE REGIONS.

4. SUBJECT TO SUCH GUIDANCE AS MAY BE PROVIDED BY THE GOVTS CONCERNED, THE ORGANIZATIONS OF THE UN SYSTEM SHOULD TAKE VIGOROUS STEPS TO ACHIEVE A COMMON DEFINITION OF REGIONS AND SUBREGIONS AND THE IDENTICAL LOCATION OF REGIONAL AND SUBREGIONAL OFFICES.

5. RELATIONS BETWEEN REGIONAL COMMISSIONS AND THE ORGANIZATIONS OF THE UN SYSTEM SHOULD BE STRENGTHENED. CLOSE COOPERATION WITH UNDP SHOULD BE ESTABLISHED AND APPROPRIATE ARRANGEMENTS BE MADE TO ENABLE THE REGIONAL COMMISSIONS TO PARTICIPATE ACTIVELY IN OPERATIONAL ACTIVITIES CARRIED OUT THROUGH THE UN SYSTEM, INCLUDING THE PREPARATION OF INTERCOUNTRY PROGRAMMES, AS MAY BE REQUIRED, IN CONFIDENTIAL

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THEIR RESPECTIVE REGIONS. WITHOUT PREJUDICE TO THE SPECIAL NEEDS AND CONDITIONS OF EACH REGION, AND TAKING INTO ACCOUNT THE PLANS AND PRIORITIES OF THE GOVTS CONCERNED, THE GA AND ECOSOC SHOULD TAKE MEASURES TO ENABLE THEM TO FUNCTION EXPEDITIOUSLY AS EXECUTING AGENCIES FOR INTERSECTORAL SUBREGIONAL, REGIONAL AND INTERREGIONAL PROJECTS.

6. THE REGIONAL COMMISSIONS CONCERNED SHOULD ASSIST DEVELOPING COUNTRIES AT THE REQUEST OF THE GOVTS CONCERNED IN IDENTIFYING PROJECTS AND PREPARING PROGRAMMES FOR THE PROMOTION OF COOPERATION AMONG THOSE COUNTRIES. TAKING FULLY INTO ACCOUNT THE RELEVANT GLOBAL POLICY DECISIONS OF THE COMPETENT UN ORGANS, THE REGIONAL COMMISSIONS CONCERNED SHOULD INTENSIFY THEIR EFFORTS, WITH THE ASSISTANCE OF THE COMPETENT ORGANIZATIONS OF THE UN SYSTEM AND AT THE REQUEST OF THE GOVTS CONCERNED, TO STRENGTHEN AND ENLARGE ECONOMIC COOPERATION AMONG THE DEVELOPING COUNTRIES AT THE



SUBREGIONAL, REGIONAL AND INTERREGIONAL LEVELS.

7. IN ORDER TO PROMOTE MORE EFFECTIVE INTERREGIONAL COOPERATION, THE REGIONAL COMMISSIONS SHOULD STRENGTHEN AND, AS APPROPRIATE, EXPAND EXISTING ARRANGEMENTS FOR THE CONTINUOUS EXCHANGE BETWEEN THEM OF INFORMATION AND EXPERIENCE. SUCH ARRANGEMENTS MAY INCLUDE THE HOLDING OF PERIODIC INTERSECRETARIAT MEETINGS, UTILIZING EXISTING MACHINERY AS FAR AS POSSIBLE FOR THAT PURPOSE.

8. IN ORDER TO ENABLE THEM EFFECTIVELY TO DISCHARGE THE RESPONSIBILITIES INDICATED IN THE PRECEDING PARAS, A GREATER DEGREE OF AUTHORITY SHOULD BE DELEGATED TO THE REGIONAL COMMISSIONS AND, TO THE SAME END, ADEQUATE BUDGETARY AND FINANCIAL PROVISION SHOULD BE MADE FOR THEIR ACTIVITIES.

9. TAKING INTO ACCOUNT THE SPECIAL NEEDS AND CONDITIONS OF THEIR RESPECTIVE REGIONS AND BEARING IN MIND THE OBJECTIVES SET FORTH  
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ABOVE, THE REGIONAL COMMISSIONS SHOULD RATIONALIZE THEIR STRUCTURES, INTER ALIA, BY STREAMLINING THEIR SUBSIDIARY MACHINERY.

VI. PLANNING, PROGRAMMING, BUDGETING AND EVALUATION (FURTHER CONSIDERATION HAS BEEN DEFERRED OF THE PROPOSALS FOR ADDITIONAL PARAS AS FOLLOWS:

"(I) IN ORDER TO ENABLE IT TO PROVIDE EFFECTIVE ASSISTANCE TO THE ECONOMIC AND SOCIAL COUNCIL AND TO ENSURE CLOSER COOPERATION WITH THE COMITE FOR PROGRAMME AND COORDINATION, THE ADVISORY COMITE ON ADMINISTRATIVE AND BUDGETARY QUESTIONS SHOULD BE DESIGNATED AS AN EXPERT ADVISORY BODY TO THE ECONOMIC AND SOCIAL COUNCIL AS WELL AS TO THE GA;

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C O N F I D E N T I A L SECTION 5 OF 10 GENEVA 5585

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"(II) INTERGOVERNMENTAL BODIES SHOULD ENFORCE EXISTING RULES OF PROCEDURE THAT REQUIRE THE PRESENTATION OF AN ESTIMATE OF EXPENDITURE FOR RESES WITH FINANCIAL IMPLICATIONS BEFORE THEIR APPROVAL, OR INTRODUCE SUCH RULES WHERE THEY DO NOT EXIST. THESE ESTIMATES SHOULD BE MADE AVAILABLE IN WRITING AT LEAST 24 HOURS BEFORE THE RES IS CONSIDERED BY THE INTERGOVERNMENTAL BODIES CONCERNED. THESE STATEMENTS OF FINANCIAL IMPLICATIONS SHOULD, WHEREVER POSSIBLE, ALSO INDICATE RELATED PROGRAMMES ALREADY CONTAINED IN THE RELEVANT MEDIUM-TERM PLAN AND THE PERCENTAGE INCREASE IN THE EXPENDITURES OF THE SECRETARIAT UNITS DIRECTLY CONCERNED.

"AT REGULAR INTERVALS MEMBER STATES SHOULD BE INFORMED OF THE ACCUMULATIVE ESTIMATES OF THE FINANCIAL IMPLICATIONS OF PENDING DRAFT RESES AND DECISIONS.

"BEFORE BUDGETARY REQUESTS ARE SUBMITTED TO THE COMPETENT INTERGOVERNMENTAL BODIES, EXISTING RESOURCES SHOULD BE CAREFULLY REVIEWED IN ORDER TO ESTABLISH IF RESOURCES OR PERSONNEL CAN BE REDEPLOYED FROM OUTDATED OR ONLY marginally effective programmes."

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1. TO ENHANCE THE EFFECTIVENESS OF THE PLANNING, PROGRAMMING, BUDGETARY AND EVALUATION PROCESSES WITHIN THE UN SYSTEM:

A) THE COMPETENT INTERGOVERNMENTAL BODIES CHARGED WITH PROGRAMMING AND BUDGETING SHOULD DEVELOP THEMATIC APPROACHES WITH A VIEW TO ENSURING THE IMPLEMENTATION, BY THE SECRETARIAT UNITS CONCERNED, OF THE OVER-ALL PRIORITIES ESTABLISHED BY THE GA;

B) THE COMITE FOR PROGRAMME AND COORDINATION SHOULD FULLY DISCHARGE ITS RESPONSIBILITIES, IN ACCORDANCE WITH ITS TERMS OF REFERENCE AS THE MAIN SUBSIDIARY ORGAN OF THE ECONOMIC AND SOCIAL COUNCIL AND THE GA FOR PLANNING, PROGRAMMING AND COORDINATION. IN DISCHARGING THOSE RESPONSIBILITIES, IT SHOULD ALSO ASSIST THE COUNCIL AND THE ASSEMBLY IN SUPERVISING, REVIEWING AND CARRYING OUT, AS APPROPRIATE, EVALUATION EXERCISES IN RESPECT OF THE ACTIVITIES OF THE UN, PARTICULARLY THOSE HAVING SYSTEM-WIDE IMPLICATIONS.

FURTHERMORE, IT SHOULD CONSIDER AND MAKE RECOMMENDATIONS REGARDING THE ESTABLISHMENT AND HARMONIZATION OF MEDIUM-TERM PLANS AND PROGRAMMES, INCLUDING THE CONCEPTS ON WHICH THEY ARE BASED;

C) THE COMITE FOR PROGRAMME AND COORDINATION SHOULD MAKE SUCH FURTHER IMPROVEMENTS IN ITS PROGRAMME AND METHODS OF WORK AS WOULD FACILITATE THE FULL DISCHARGE OF THE ABOVE-MENTIONED RESPONSIBILITIES. ECOSOC MAY, IN THE LIGHT OF EXPERIENCE, CONSIDER MAKING SUCH MODIFICATION OF THE TERMS OF REFERENCE OF THE COMITE AS MAY BE CALLED FOR;

D) MEASURES SHOULD BE TAKEN TO IMPROVE THE EFFECTIVENESS OF INTERNAL EVALUATION PROCEDURES IN RESPECT OF PROGRAMME IMPLEMENTATION. APPROPRIATE METHODS SHOULD ALSO BE DEVELOPED IN ORDER TO ASSIST THE COMPETENT INTERGOVERNMENTAL BODIES, WITH THE ASSISTANCE AS REQUIRED OF THE JOINT INSPECTION UNIT, IN CARRYING

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OUT THEIR RESPONSIBILITIES FOR EXTERNAL EVALUATION;

E) THE ORGANIZATIONS OF THE UN SYSTEM SHOULD INTENSIFY THEIR EFFORTS TO DEVELOP HARMONIZED BUDGET PRESENTATIONS AND A COMMON METHODOLOGY OF PROGRAMME CLASSIFICATION AND DESCRIPTION OF CONTENT. THEY SHOULD SYNCHRONIZE THEIR PROGRAMME BUDGET CYCLES AND PROVIDE FULL AND COMPATIBLE INFORMATION ON EXTRABUDGETARY RESOURCES IN THEIR PROGRAMME BUDGETS;

F) THESE ORGANIZATIONS SHOULD WORK OUT WITHOUT FURTHER DELAY SOLUTIONS TO THE TIMING AND TECHNICAL PROBLEMS WHICH ARE IMPEDING THE EFFECTIVE APPLICATION OF THE EXISTING PROCEDURES FOR PRIOR CONSULTATION ON WORK PROGRAMMES IN ORDER THAT THE COMPETENT GOVERNING BODIES MAY BE ENABLED TO TAKE FULL ACCOUNT OF THE RESULTS THEREOF BEFORE APPROVING SUCH PROGRAMMES. IN THE SAME CONTEXT, VIGOROUS STEPS SHOULD BE TAKEN TOWARDS JOINT PROGRAMMING IN RELATED PROGRAMME AREAS;

G) THESE ORGANIZATIONS SHOULD INTENSIFY THEIR WORK ON THE ELABORATION OF MEDIUM-TERM PLANS, INCLUDING THE PROBLEMS OF METHODOLOGY, PROCEDURE AND THE HARMONIZATION OF PLAN CYCLES. IN ADDITION, THE PROCEDURES FOR PRIOR CONSULTATIONS SHOULD BE APPLIED TO THESE PLANS WITH A VIEW TO ESTABLISHING AN INCREASING MEASURE OF JOINT PLANNING IN AREAS OF MUTUAL CONCERN AND EVENTUALLY TO SYSTEM-WIDE MEDIUM-TERM PLANNING;

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EXDIS

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H) MEASURES SHOULD BE TAKEN TO FACILITATE REPRESENTATION BY STATES MEMBERS OF THE COMITE FOR PROGRAMME AND COORDINATION AT A HIGH LEVEL OF EXPERTISE AND TO ENSURE THE CONTINUITY OF SUCH REPRESENTATION. TO THIS END, FAVOURABLE CONSIDERATION SHOULD BE GIVEN TO THE PAYMENT BY THE UN OF THE TRAVEL AND PER DIEM EXPENSES OF ONE REP OF EACH STATE MEMBER OF THE COMITE;

I) IN EXERCISING ITS RESPONSIBILITIES AS DEFINED BY THE RELEVANT GA RESES, THE ADVISORY COMITE ON ADMINISTRATIVE AND BUDGETARY QUESTIONS SHOULD BE GUIDED BY THE PRIORITIES OF THE GA AND ECOSOC. TO ENSURE MORE EQUITABLE REPRESENTATION, PARTICULARLY FOR THE INTERESTS OF THE DEVELOPING COUNTRIES, THE SIZE OF THE ADVISORY COMITE SHOULD BE INCREASED TO AT LEAST 16;

J) THERE SHOULD BE CLOSE COOPERATION BETWEEN THE COMITE FOR PROGRAMME AND COORDINATION AND THE ADVISORY COMITE ON ADMINISTRATIVE AND BUDGETARY QUESTIONS AND THEY SHOULD HOLD JOINT MEETINGS WHENEVER NECESSARY.

VII. INTER-AGENCY COORDINATION  
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1. INTER-AGENCY COORDINATION AT THE INTER-GOVERNMENTAL LEVELS SHOULD BE GOVERNED BY THE POLICY GUIDELINES, DIRECTIVES AND PRIORITIES ESTABLISHED THE THE GA AND, UNDER ITS AUTHORITY, BY ECOSOC IN THE EXERCISE OF THEIR OVERALL RESPONSIBILITIES AS OUTLINED IN SECTIONS I AND II.

2. AT THE INTER-SECRETARIAT LEVEL, INTER-AGENCY COORDINATION SHOULD AIM AT EFFECTIVELY ASSISTING IN THE PREPARATORY WORK FOR INTER-GOVERNMENTAL DECISIONS, IN THE IMPLEMENTATION OF SUCH DECISION, AND IN THEIR TRANSLATION INTO MUTUALLY COMPLEMENTARY OR JOINT PROGRAMME ACTIVITIES. TO THAT END, IT SHOULD INTEGRATE INTO A COHERENT WHOLE THE RELEVANT EXPERTISE AND INPUTS OF THE ORGANIZATIONS OF THE UNITED NATIONS SYSTEM. IT SHOULD ALSO BE A BUILT-IN ELEMENT OF THE SUBSTANTIVE SUPPORT TO BE PROVIDED TO THE INTER-GOVERNMENTAL BODIES CONCERNED FOR THE DISCHARGE OF THEIR POLICY-MAKING FUNCTIONS AS WELL AS AN INTEGRAL PART OF INTER-SECRETARIAT ARRANGEMENTS FOR POLICY AND PROGRAMME EXECUTION,

3. ON THE BASIS OF THE FOREGOING, INTER-AGENCY CO-ORDINATION AT THE INTER-SECRETARIAT LEVEL SHOULD CONCENTRATE ON THE FOLLOWING TASKS:

A) PREPARING, IN COMPLIANCE WITH THE RELEVANT GENERAL AND SPECIFIC LEGISLATIVE DIRECTIVES, CONCISE AND ACTION-ORIENTED RECOMMENDATIONS FOR CONSIDERATION BY THE INTER-GOVERNMENTAL BODIES CONCERNED.

B) CONCERNING IN AN EFFECTIVE MANNER THE IMPLEMENTATION OF POLICY GUIDELINES, DIRECTIVES AND PRIORITIES EMANATING FROM THE GA AND ECOSOC.

C) DEVELOPING THE COOPERATIVE AND, WHEREVER POSSIBLE, THE JOINT PLANNING AND PROGRAMMING, AS WELL AS THE COORDINATED EXECUTION, OF

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PROGRAMME ACTIVITIES DECIDED UPON AT THE INTER-GOVERNMENTAL LEVEL.

4. INTER-AGENCY COORDINATION AT THE INTER-SECRETARIAT LEVEL SHOULD BE PURSUED WITH FULL RESPECT FOR THE COMPETENCE WHERE RELEVANT, OF THE REGIONAL COMMISSIONS AS OUTLINED IN SECTION IV. IN THE FIELD, SUCH COORDINATION SHOULD BE PURSUED IN CONFORMITY WITH THE OBJECTIVES AND PRIORITIES OF THE GOVT CONCERNED AND SHOULD BE SUPPORTIVE OF THE LOCAL COORDINATION ARRANGEMENTS ESTABLISHED BY THAT GOVT.

5. THE MACHINERY FOR INTER-AGENCY COORDINATION AT THE INTER-SECRETARIAT LEVEL SHOULD CENTRE ON THE ADMINISTRATIVE COMITE ON COORDINATION UNDER THE LEADERSHIP OF THE SYG. SUBJECT TO THE GUIDANCE AND SUPERVISION OF ECOSOC, THAT MACHINERY SHOULD BE STREAMLINED AND REDUCED TO A MINIMUM; EXCEPT WHERE THE DISCHARGE OF PERMANENT FUNCTIONS NECESSITATES THE RETENTION OF CONTINUING MACHINERY, MAXIMUM USE SHOULD BE MADE OF FLEXIBLE, AD HOC ARRANGEMENTS DESIGNED TO MEET THE SPECIFIC REQUIREMENTS OF THE INTER-GOVERNMENTAL BODIES CONCERNED AND GEARED TO THE POLICY MAKING AND PROGRAMMING PROCESSES OF THE GA AND ECOSOC. IN THE LIGHT OF THESE CONSIDERATIONS, STEPS SHOULD BE TAKEN TO MERGE THE ENVIRONMENT

COORDINATION BOARD (ECB), INTER-AGENCY CONSULTATIVE BOARD (IACB), AND THE UNIDO ADVISORY COMITE WITH THE ADMINISTRATIVE COMITE ON COORDINATION, WHICH SHOULD ASSUME THEIR RESPECTIVE FUNCTIONS.

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C O N F I D E N T I A L SECTION 7 OF 10 GENEVA 5585

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FOR IO/ASST SEC MAYNES

USUN FOR AMB LEONARD

6. THE AGENDA, FUNCTIONING AND REPORTING SYSTEMS OF THE ADMINISTRATIVE COMITE ON COORDINATION SHOULD BE ADJUSTED TO RESPOND FULLY AND PROMPTLY TO THE PRIORITY CONCERNS, SPECIFIC REQUIREMENTS AND PROGRAMME OF WORK OF THE GA AND ECOSOC. THE REPORTING SCHEDULES OF ACC SHOULD BE RE-ORGANISED SO AS TO CONFORM TO THE MEETINGS CALENDAR OF THE INTER-GOVERNMENTAL BODIES CONCERNED. UNDER THE AUTHORITY OF THE SYG, THE EXECUTIVE SECRETARIES OF THE REGIONAL COMMISSIONS SHOULD BE ENABLED FULLY AND EFFECTIVELY TO PARTICIPATE IN THE WORK OF THE ACC ON MATTERS OF CONCERN TO THEIR RESPECTIVE COMMISSIONS.

7. ARRANGEMENTS SHOULD BE MADE TO IMPROVE COMMUNICATION BETWEEN ACC AND THE INTER-GOVERNMENTAL BODIES CONCERNED, INCLUDING WIDER ACCESS TO THE RESULTS OF THE RELEVANT ACC DISCUSSIONS BY MEMBERS OF THESE BODIES ON MATTERS OF CONCERN TO THEM. AS NECESSARY, MUTUALLY CONVENIENT PROCEDURES SHOULD BE WORKED OUT TO ENABLE THE CHAIRMAN OR DESIGNATED REPRESENTATIVE OF ANY OF THESE BODIES TO BE ASSOCIATED IN AN APPROPRIATE MANNER WITH ACC DISCUSSIONS OF PARTICULAR CONCERN TO THAT BODY.

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8. THE CURRENT REVIEW BY ECOSOC OF THE RELATIONSHIP AGREEMENTS BETWEEN THE UN AND THE SPECIALIZED AGENCIES SHOULD BE GUIDED INTER ALIA BY THE NEED TO ENABLE THE AGENCIES TO GIVE FULL AND PROMPT EFFECT TO THE RECOMMENDATIONS MADE BY THE GA AND THE COUNCIL FOR THE COORDINATION OF THEIR POLICIES AND ACTIVITIES.

9. THE POWERS OF THE GA UNDER ARTICLE 17 PARA 3 OF THE CHARTER SHOULD BE FULLY EXERCISED IN THE INTERESTS OF SYSTEM-WISE COORDINATION, PARTICULARLY IN THE CONTEXT OF THE ESTABLISHMENT OF OVERALL PRIORITIES AND IN RELATION TO ADMINISTRATIVE AND BUDGETARY (BEGIN BRACKETS) ---- (END BRACKETS) OF BROAD APPLICABILITY. APPROPRIATE ARRANGEMENTS TO (BEGIN BRACKETS) - - - (END BRACKETS) REGARD SHOULD BE MADE BY THE ECONOMIC AND SOCIAL COUNCIL, THE COMITE FOR PROGRAMME AND COORDINATION AND THE ADVISORY COMITE FOR ADMINISTRATIVE AND BUDGETARY QUESTIONS,

#### VIII. SECRETARIAT SUPPORT SERVICES

1. (BEGIN BRACKETS) THE UN SECRETARIAT IN THE ECONOMIC AND SOCIAL SECTORS SHOULD BE RE-STRUCTURED IN ORDER TO MEET THE NEED FOR SECRETARIAT SUPPORT SERVICES WHICH WOULD EFFECTIVELY RESPOND TO THE REQUIREMENTS AND THE POLICY DIRECTIVES OF THE GA AND ECOSOC, AND IN PARTICULAR, TO TAKE FULLY INTO ACCOUNT THE INTERESTS OF THE DEVELOPING COUNTRIES (END BRACKETS).

2. (BEGIN BRACKETS) THE RESTRUCTURING PROCESS SHOULD BE BASED ON THE CLUSTERING, AS INDICATED IN PARA 3 BELOW, OF THE FOLLOWING FUNCTIONS:

A) COMPREHENSIVE INTER-DISCIPLINARY RESEARCH AND ANALYSIS, DRAWING AS NECESSARY UPON ALL RELEVANT PARTS OF THE UN SYSTEM. ON THE BASIS OF THE RELEVANT LEGISLATIVE AUTHORITY, THIS FUNCTION INCLUDE:

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(I) PREPARING, ON A REGULAR BASIS, GLOBAL ECONOMIC AND SOCIAL SURVEYS AND PROJECTIONS TO ASSIST THE GA AND ECOSOC IN THE DISCHARGE OF THEIR RESPONSIBILITIES AS SET OUT IN SECTION (I) AND (II).

(II) UNDERTAKING IN DEPTH INTER-SECTORAL ANALYSES AND SYNTHESSES OF DEVELOPMENT ISSUES (BEGIN BRACKET) IN BOTH QUALITATIVE AND QUANTITATIVE TERMS (END BRACKETS), IN CLOSE COLLABORATION WITH THOSE ELEMENTS OF THE UN SYSTEM ENGAGED IN SIMILAR WORK, AND TAKING INTO ACCOUNT RELEVANT WORK IN THE VARIOUS SECTORAL COMPONENTS OF THE UN SYSTEM; AND PREPARING CONCISE

AND ACTION-ORIENTED RECOMMENDATIONS ON THOSE ISSUES IN ACCORDANCE WITH THE REQUIREMENTS OF THE GA AND ECOSOC, FOR CONSIDERATION BY TOSE ORGANS.

(III) IDENTIFYING AND BRINGING TO THE ATTENTION OF GOVTS EMERGING ECONOMIC AND SOCIAL ISSUES OF INTERNATIONAL CONCERN.

THIS FUNCTION WOULD ACCORDINGLY COVER INTER ALIA THE PROVISION OF SUBSTANTIVE SUPPORT SERVICES FOR THE WORK OF THE COMITE FOR DEVELOPMENT PLANNING.

B) CROSS-SECTORAL ANALYSIS OF PROGRAMMES AND PLANS IN THE ECONOMIC AND SOCIAL SECTORS OF THE UN SYSTEM WITH A VIEW TO MOBILIZING AND INTEGRATING AT THE PLANNING AND PROGRAMMING STAGES, THE INPUTS AND EXPERTISE OF THE ORGANIZATIONS OF THE UN SYSTEM FOR THE FOLLOWING TASKS:

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C O N F I D E N T I A L SECTION 8 OF 10 GENEVA 5585

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USUN FOR AMB LEONARD

(I) CONCERTING IN AN EFFECTIVE MANNER THE IMPLEMENTATION OF POLICY GUIDELINES, DIRECTIVES AND PRIORITIES EMANATING FROM THE GA AND ECOSOC;

(II) DEVELOPING THE COOPERATIVE AND, WHEREVER POSSIBLE, JOINT PLANNING OF PROGRAMME ACTIVITIES DECIDED UPON AT THE INTER-GOVERNMENTAL LEVEL, INCLUDING THE INITIATION OF STUDIES FOR CONSIDERATION BY THE CPC, ECOSOC AND THE GA ON THE POSSIBILITY OF PREPARING A CONSOLIDATED MEDIUM-TERM PLAN FOR THE UN SYSTEM AS A WHOLE. THIS



FUNCTION WOULD ACCORDINGLY COVER INTER ALIA THE PROVISION OF  
SUBSTANTIVE SUPPORT SERVICES FOR THE RELEVANT WORK OF THE  
CPC AND THE ACC.

(C) SUBSTANTIVE SUPPORT FOR TECHNICAL COOPERATION ACTIVITIES IN  
ECONOMIC AND SOCIAL SECTORS WHICH ARE NOT COVERED BY OTHER UN  
ORGANS, PROGRAMMES OR SPECIALIZED AGENCIES. THESE FUNCTIONS INCLUDE,  
INTER ALIA, THE PROVISION OF TECHNICAL EXPERTISE IN THE FORMULATION,  
IMPLEMENTATION AND INTER-COUNTRY PROGRAMMES AND OF SPECIFIC PROJECTS;  
THE PROVISION OF DIRECT ADVISORY ASSISTANCE TO GOVTS; THE  
DEVELOPMENT OF TRAINING MATERIALS AND SUPPORT OF TRAINING  
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INSTITUTIONS (END BRACKETS).

D) MANAGEMENT OF TECHNICAL COOPERATION ACTIVITIES CARRIED OUT BY  
THE UN IN RESPECT OF:

(I) PROJECTS UNDER THE REGULAR PROGRAMME FOR TECHNICAL ASSISTANCE,

(II) PROJECTS OF THE UNDP FOR WHICH THE UN IS THE EXECUTING AGENCY,

(III) PROJECTS FINANCED BY VOLUNTARY CONTRIBUTIONS FROM GOVTS AND  
OTHER EXTERNAL DONORS INCLUDING FUNDS IN TRUST.

E) PROVISION, ON AN INTEGRATED BASIS, OF SECRETARIAT SERVICES FOR  
COMITE FOR PROGRAMME AND COORDINATION, ECOSOC, GA, AD HOC CONFER-  
ENCES AND INTER-SECRETARIAT COORDINATION MACHINERY; THIS FUNCTION  
INCLUDES ORGANISING AND COORDINATING THE PROVISION BY THE SECRETARIAT  
UNITS CONCERNED. (END BRACKETS)

3. (BEGIN BRACKETS) IN VIEW OF THE PARTICULARLY CLOSE SUBSTANTIVE AND  
METHODOLOGICAL RELATIONSHIP BETWEEN THEM, THE FUNCTIONS DEFINED  
IN PARAS 2(A) AND 2(B) SHOULD BE CLUSTERED TOGETHER IN THE RE-  
STRUCTURING PROCESS. IN THE SAME CONTEXT, THE FUNCTIONS DEFINED  
IN PARAS 2(C) AND 2(D) SHOULD BE CLUSTERED TOGETHER IN A SEPARATE  
ORGANIZATION ENTITY. (END BRACKETS)

4. (BEGIN BRACKETS) THE CLUSTERING OF FUNCTIONS INDICATED IN  
PARA 3 ABOVE SHOULD BE ACCOMPANIED BY A THOROUGH RATIONALIZATION  
AND STREAMLINING OF THE CAPABILITIES OF THE ORGANIZATIONAL UNITS  
CONCERNED, INCLUDING THE REDPLOYMENT, AS NECESSARY, OF THEIR STAFF  
RESOURCES (END BRACKETS).

5. (BEGIN BRACKETS) THE SYG SHOULD UNDERTAKE A STUDY AND SUBMIT  
OPTIONS, FOR CONSIDERATION BY ECOSOC AND THE GA, ON THE APPROPRIATE  
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LOCATION FOR THOSE SECTORAL RESEARCH AND ANALYSIS FUNCTIONS CURRENTLY CARRIED OUT IN THE UN SECRETARIAT WHICH ARE NOT COVERED BY OTHER UN ORGANS, PROGRAMMES AND SPECIALIZED AGENCIES; THE STUDY SHOULD TAKE INTO ACCOUNT INTER ALIA THE DIFFERENT RELATIONSHIPS BETWEEN THESE FUNCTIONS AND THOSE DEFINED IN PAR 2(A) AND 2(C) RESPECTIVELY (END BRACKETS).

6. (BEGIN BRACKETS) A NEW POST OF DIRECTOR-GENERAL FOR DEVELOPMENT AND INTERNATIONAL ECONOMIC COOPERATION SHOULD BE ESTABLISHED TO ASSIST THE SYG IN THE TASK OF PROVIDING EFFECTIVE LEADERSHIP TO THE VARIOUS COMPONENTS OF THE RESTRUCTURED SYSTEM IN THE FIELD OF DEVELOPMENT AND INTERNATIONAL ECONOMIC COOPERATION, TO ENSURE A MULTIDISCIPLINARY APPROACH TO THE PROBLEMS OF DEVELOPMENT ON A SYSTEM-WIDE BASIS, AND TO EXERCISE OVERALL COORDINATION. THE DIRECTOR-GENERAL SHALL BE DIRECTLY RESPONSIBLE TO THE SYG AND IN CHARGE OF DIRECTING ALL ACTIVITIES WITH RESPECT TO RESEARCH AND ANALYSIS, PLANNING AND PROGRAMMING, INTER-AGENCY COORDINATION AND OPERATIONAL ACTIVITIES IN THE ECONOMIC AND SOCIAL FIELDS;

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USUN FOR AMB LEONARD

7. (BEGIN BRACKETS) HIGH PRIORITY SHOULD BE GIVEN TO THE DEVELOPMENT OF A UNIFIED PERSONNEL SYSTEM, INCLUDING A UNIFIED SYSTEM OF SALARIES, GRADING, CONDITIONS OF SERVICE AND RECRUITMENT. IN APPLYING THE PRINCIPLE OF STAFF RECRUITMENT ON AN EQUITABLE GEOGRAPHICAL BASIS, DUE WEIGHT SHOULD BE GIVEN TO THE LEVEL OF POSTS FOR WHICH

SUCH STAFF IS RECRUITED AND TO THE OBJECTIVES SET OUT IN GA RES 3416 (XXX). THE SYSTEM OF COMPETITIVE EXAMINATIONS FOR RECRUITMENT SHOULD BE IMPROVED (BEGIN INNER BRACKETS) WITH DUE REGARD TO THE DIVERSITY OF CULTURAL AND SOCIO-ECONOMIC BACKGROUNDS IN DIFFERENT REGIONS OF THE WORLD. (END INNER BRACKETS) A SCHEME FOR PRE-RECRUITMENT TRAINING SHOULD BE IMPLEMENTED TO ASSIST IN THE TRAINING OF CANDIDATES FROM DEVELOPING COUNTRIES IN PROFESSIONAL AND OTHER POSTS; (END BRACKETS)

8. (BEGIN BRACKETS) THE INFORMATION ACTIVITIES UNDERTAKEN BY THE UN SYSTEM SHOULD BE AIMED AT EFFECTIVELY PROMOTING THE POLICY OBJECTIVES DEFINED BY THE GA AND ECOSOC. THE SYG SHOULD STREAMLINE AND REORGANIZE THE SECRETARIAT SERVICES CONCERNED ACCORDINGLY. UNDER THE AUTHORITY OF THE COUNCIL AND THE ASSEMBLY, THE COMITE FOR PROGRAMME AND COORDINATION SHOULD ACT AS THE GOVERNING BODY  
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FOR THE WORK PROGRAMME OF THE INFORMATION SERVICES WITHIN THE UN, AND SHOULD CARRY OUT SYSTEM-WIDE COORDINATION RESPONSIBILITIES IN RESPECT OF INFORMATION ACTIVITIES. (END BRACKETS)

#### V. OPERATIONAL ACTIVITIES OF THE UN SYSTEM

1. (BEGIN BRACKETS) RESTRUCTURING MEASURES IN RESPECT OF THE OPERATIONAL ACTIVITIES OF THE UN SYSTEM FOR DEVELOPMENT SHOULD SERVE TO PROMOTE THE ACHIEVEMENT OF THE FOLLOWING OBJECTIVES:

A) THE ORIENTATION OF THESE ACTIVITIES AND THE ALLOCATION OF AVAILABLE RESOURCES SHOULD FULLY REFLECT THE POLICY STRATEGIES AND PRIORITIES OF THE GA AND THE ECOSOC.

B) A REAL INCREASE IN THE FLOW OF RESOURCES FOR SUCH ACTIVITIES ON A PREDICTABLE, CONTINUOUS AND ASSURED BASIS,

C) THE ACHIEVEMENT OF OPTIMUM EFFICIENCY AND THE REDUCTION OF ADMINISTRATIVE COSTS, WITH A CONSEQUENT INCREASE IN THE PROPORTION OF RESOURCES AVAILABLE TO MEET THE SPECIFIC ASSISTANCE REQUIREMENTS OF RECIPIENT COUNTRIES (END BRACKETS).

2. (BEGIN BRACKETS) WITH THESE OBJECTIVES IN VIEW, AND SUBJECT TO THE RESOURCES FOR THE VARIOUS SECTORS OF DEVELOPMENT ASSISTANCE REMAINING CLEARLY IDENTIFIED, THERE SHOULD BE UNDERTAKEN A GRADUAL INTEGRATION, UNDER THE AUTHORITY OF THE SYG, OF UN OPERATIONAL ACTIVITIES FINANCED BY EXTRA-BUDGETARY RESOURCES. THIS PROCESS SHOULD BE SUBJECT TO REVIEW BY THE ECOSOC AND THE GA, BEARING IN MIND THAT A MAJOR PREMISE UNDERLYING SUCH INTEGRATION IS THAT IT WILL STIMULATE SUBSTANTIALLY HIGHER LEVELS OF VOLUNTARY CONTRIBUTIONS TO OPERATIONAL ACTIVITIES FOR DEVELOPMENT (END BRACKETS).

3. (BEGIN BRACKETS) IN CARRYING OUT THE COMPREHENSIVE POLICY REVIEW

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OF OPERATIONAL ACTIVITIES FOR DEVELOPMENT, AS PROVIDED FOR IN SECTION

II PARA..., THE ECOSOC SHOULD BE GUIDED BY THE OBJECTIVES OUTLINED  
IN PARA 1 ABOVE (END BRACKETS).

4. (BEGIN BRACKETS) THERE SHOULD BE A SINGLE GOVERNING BODY WITH  
BROAD REPRESENTATION RESPONSIBLE FOR THE MANAGEMENT AND CONTROL, AT  
THE INTER-GOVERNMENTAL LEVEL, OF OPERATIONAL ACTIVITIES. TO THIS  
END, THE EXISTING GOVERNING BODIES SHOULD BE MERGED OR ALTER-  
NATIVELY THE ECOSOC SHOULD, IN THE LIGHT OF ITS EXPERIENCE WITH  
SUBJECT-ORIENTED SESSIONS AS PROVIDED FOR IN SECTION II PARA...,  
ITSELF ASSUME THE FUNCTIONS INVOLVED (END BRACKETS).

5. (BEGIN BRACKETS) WITHOUT PREJUDICE TO EXISTING ARRANGEMENTS FOR  
MOBILIZING ADDITIONAL FUNDS FOR PARTICULAR SECTORS THROUGH OTHER  
MEANS OR FROM OTHER SOURCES, AND SUBJECT TO PROVISION BEING MADE  
FOR THE EARMARKING OF CONTRIBUTIONS FOR SPECIFIC SECTORS, THERE  
SHOULD BE HELD A SINGLE ANNUAL UN PLEDGING CONFERENCE FOR ALL  
OPERATIONAL ACTIVITIES FOR DEVELOPMENT. IN PREPARATION FOR THE  
PLEDGING CONFERENCE, THE SECRETARIAT SHOULD MAKE AVAILABLE  
TO GOVTS INFORMATION CONCERNING PREVIOUS (AND CURRENT) CONTRIBU-  
TIONS FOR THE VARIOUS SECTORS FROM GOVTS AND OTHER SOURCES  
(END BRACKETS).

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USUN FOR AMB LEONARD

6. (BEGIN BRACKETS) IN THE CONTEXT OF PROGRESS TOWARDS THE INTEGRATION OF OPERATIONAL ACTIVITIES, MEASURES SHOULD BE TAKEN TO ACHIEVE MAXIMUM UNIFORMITY OF ADMINISTRATIVE, FINANCIAL, BUDGETARY, PERSONNEL AND PLANNING PROCEDURES (INCLUDING THE ESTABLISHMENT OF A COMMON PROCUREMENT SYSTEM, HARMONIZED BUDGET AND PROJECT CYCLES, A UNIFIED PERSONNEL SYSTEM, A COMMON RECRUITMENT AND TRAINING SYSTEM ETC.) (END BRACKETS).

7. (BEGIN BRACKETS) AT THE COUNTRY LEVEL, THERE SHOULD BE IMPROVED COHERENCE OF ACTION AND FULL INTEGRATION IN ACCORDANCE WITH THE OBJECTIVES AND PRIORITIES OF THE GOVT CONCERNED, OF THE VARIOUS SECTORAL INPUTS FROM THE UN SYSTEM. THE UNDP COUNTRY PROGRAMMING PROCESS SHOULD BE UTILIZED AS THE FRAME OF REFERENCE FOR THE OPERATIONAL ACTIVITIES CARRIED OUT AND FINANCED BY THE ORGANIZATIONS OF THE UN SYSTEM FROM THEIR OWN RESOURCES (END BRACKETS).

8. (BEGIN BRACKETS) OVERALL RESPONSIBILITY FOR, AND COORDINATION OF, OPERATIONAL ACTIVITIES FOR DEVELOPMENT CARRIED OUT AT THE COUNTRY LEVEL SHOULD BE ENTRUSTED TO A SINGLE OFFICIAL, TO BE DESIGNATED IN CONSULTATION WITH THE GOVERNMENT CONCERNED, WHO SHOULD EXERCISE  
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TEAM LEADERSHIP AND BE RESPONSIBLE FOR EVOLVING, AT THE COUNTRY LEVEL, A MULTI-DISCIPLINARY DIMENSION IN SECTORAL DEVELOPMENT ASSISTANCE PROGRAMMES. THESE TASKS SHOULD BE CARRIED OUT IN CONFORMITY WITH THE PRIORITIES ESTABLISHED BY THE COMPETENT NATIONAL AUTHORITIES AND WITH THE ASSISTANCE, AS NECESSARY, OF JOINT INTER-AGENCY ADVISORY GROUP. SUBJECT TO THE REQUIREMENTS OF INDIVIDUAL COUNTRIES, STEP SHOULD BE TAKEN TO UNIFY THE COUNTRY OFFICES OF THE VARIOUS UN ORGANIZATIONS (END BRACKETS).  
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